



## DEFENSE INFORMATION MANAGEMENT (IM) PROGRAM

The Air Force adopts Department of Defense (DoD) Directive 8000.1, *Defense Information Management (IM) Program* October 27, 1992, and supplements it where necessary. The DoD directive is documented word-for-word in **boldface** type without editorial review. Air Force material is in regular type preceded by "(Added)(AF)." Commands may not change the basic procedures in this directive and supplement. Send comments and suggested improvements on Air Form 347, **Recommendation for Change of Publication**, through channels, to SAF/AQKI, 1060 Air Force Pentagon, Washington DC 20330-1060. This supplement applies to all Air Force activities, including the Air National Guard and US Air Force Reserve units and members.

**SUBJECT: Defense Information Management (IM) Program**

- References:**
- (a) DoD Directive 5137.1, "Assistant Secretary of Defense For Command, Control, Communications, and Intelligence (ASD(C3I))," February 12, 1992
  - (b) DoD Directive 5122.5, "Assistant Secretary of Defense (Public Affairs)," August 4, 1988
  - (c) Public Law 96-511, "The Paperwork Reduction Act of 1980" December 11, 1980 (44 U.S.C. 350 *et seq.*), as amended
  - (d) Office of Management and Budget Circular A-130, "Management of Information Resources," December 12, 1985
  - (e) through (p), see enclosure 1

### A. PURPOSE

**This Directive:**

1. Establishes policy and assigns responsibilities under reference (a) for implementation, execution, and oversight for the Defense IM Program. (Added) (AF) This supplement establishes the Information Management (IM) Program for the Air Force.
2. Governs the continual evolution and improvement of the essential elements of IM, which include the functional process improvement program, information resources management, and supporting information technology and services throughout the Department of Defense.

### B. APPLICABILITY AND SCOPE

**This Directive:**

1. Applies to the Office of the Secretary of Defense (OSD), the Military Departments (including their National Guard and Reserve components), the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Unified and Specified Combatant Commands, the Inspector General of the Department of Defense (IG, DoD), the Defense Agencies, and the DoD Field Activities (hereafter referred to collectively as "the DoD Components").
2. Applies to all activities relating to the collection, creation, use, dissemination and disposition of all data and information, regardless of medium or intended use. Management of the Freedom of Information Act Program, newspapers, periodicals, publications, the Armed Forces Radio and Television Service, visual information, and

audiovisual activities shall be as specified in reference (b).

3. Does not apply to automated information system (AIS), Federal information processing (FIP), or automated data processing equipment (ADPE) resources and services that are an integral part of a weapon or weapon system, test support for a weapon or weapon system, or basic DoD research and development activities.

4. Applies to the IM resources and services used for routine administrative and business applications in conjunction with the preceding activities and to command, control, communications, and intelligence (C3I) unless specifically exempted by the ASD(C3I). (Added)(AF) Proposed exemptions will be forwarded from the MAJCOM functional to the respective functional at HQ USAF with a brief justification of why the exemption is appropriate. The HQ USAF functional will forward the proposal through SAF/AQK; SAF/AQ will forward exemption requests and justification to ASD C3I.

#### **C. DEFINITIONS**

Terms used in this Directive are defined in enclosure 2.

#### **D. POLICY**

It is DoD policy that:

1. Accurate and consistent information shall be made available to decision-makers expeditiously to effectively execute the DoD missions, as follows:

a. The need for the creation and availability of information shall be determined by the function or activity supported.

b. Data and information shall be corporate assets structured to enable full interoperability and integration across DoD activities.

c. A disciplined life-cycle approach shall be used to manage information systems (ISs) from inception through discontinuance. (Added)(AF) All information systems must address the life cycle of information with particular emphasis on storage and retrieval of government records that provide information about decision making within the Air Force. Specifically, Federal records are documents or material, regardless of physical form, that are made or received by personnel employed by a Federal agency in the course of official Federal business. They must be preserved for an appropriate period of time for both internal use within the Federal government and external review by the American public upon request unless release will cause identifiable national harm and it is exempt from disclosure.

d. Security, integrity, and survivability of information are basic to the DoD mission and shall be an integral part of all functional processes.

e. Changes to the functional processes and information of the Department of Defense shall be based on sound business principles and supported by DoD-approved analyses. Where functional economic analyses are warranted, those analyses shall include total costs and investment benefits of all activities in a functional area, including the associated ISs.

f. The identification and validation of process improvements shall be based on DoD-approved activity models that document functional processes and associated data models that document data and information requirements, including integration of information from other functional areas.

g. The principle of fee-for-service shall govern the provisioning of information services and information technology capabilities, where possible.

h. Identification and validation of functional requirements and ensuring that satisfactory functional processes are implemented and operated shall be done by the OSD Principal Staff Assistants and the Chairman of the Joint Chiefs of Staff.

i. (Added)(AF) The Air Force will increase the emphasis on the importance of management of information.

2. The ISs are planned, acquired, developed, and implemented from a DoD-wide perspective to ensure consistency of information and processes in and across functional areas, as follows:

a. Where possible and cost-effective, as seen from a DoD viewpoint:

(1) A centrally managed infrastructure for computing, communications, information security, and systems security shall be used.

(2) Approved DoD-wide methods, approaches, models, tools, data, information technology, and information services shall be used.

(3) Integration shall be achieved across functional areas while maintaining the ability to change processes within individual functional systems independently.

b. Standard DoD data definitions shall be used for all ISs, to include the interfaces between weapon systems and the ISs.

c. The ISs shall be based on a model of information needs that encompasses the creation, collection, processing, transmission, use, storage, dissemination, and disposition of information regardless of function or component level.

d. Security of information, commensurate with the risk and magnitude of harm resulting from loss, misuse, or unauthorized access to or modification of the information, shall be an integral part of all IS designs. The user shall apply risk analysis to validate IS designs for war scenario survivability.

e. IS development or modernization shall be based on sound business principles, incorporating the evaluation of costs and benefits to include the satisfaction of mission requirements; and consistency with life-cycle management policies and procedures and the following:

(1) Design by prototyping, in a generally defined strategy, as the preferred course for the rapid fielding of improved systems.

(2) Use DoD-wide IM methodologies supported by the application of DoD-approved support tools where available.

(3) Acquire, to the extent practical, information technology components from the centrally-managed DoD-wide information technology repository to reduce the time and costs of the ISs.

(4) Ensure maximum reuse of standard software components and use DoD-approved software engineering tool sets and metrics to provide for continuous quality improvement.

## **E. RESPONSIBILITIES**

1. The Assistant Secretary of Defense for Command, Control, Communications, and Intelligence shall:

a. Serve as the Principal Staff Assistant for the DoD IM Program, in accordance with DoD Directive 5137.1, section C. (reference (a)). That includes development, and oversight of standard DoD-wide IM policies, procedures, strategic planning, methods, models, and tools, as well as appropriate IM performance measures and assessments.

b. As the DoD Senior IM official (subsection D.2. of reference (a)), issue policies and procedures to implement Pub. L. No. 96-511 (1980), OMB Circular A-130, and 41 CFR 201 (references (c) through (e)); executed by DoD Directive 7740.1 (reference (f)).

c. Issue policies and procedures for the design, development, deployment, operation, and acquisition of the AISs implemented by DoD Directive 7920.1 (reference (g)).

d. Promote integration of the policies in section D. and paragraphs E.1.a. through E.1.c., above, and the IM principles (enclosure 3) for all DoD activities and establish appropriate thresholds for application of implementing procedures in consultation with the DoD Components. Identify opportunities for the integration of IM strategic planning, processes, methods, approaches, activities, services, systems, and information across functional areas. Facilitate resolution of functional and technical integration issues across functional areas and forward unresolved functional issues to the Deputy Secretary of Defense.

e. Chair a senior-level DoD Information Policy Council, and establish appropriate boards to provide forums for functional and information managers to exchange a full range of views about DoD IM policies and to facilitate cross-function integration of IM functions, activities, data, the ISs, and information services.

f. Provide for the development and maintenance of an IM model(s) that presents an integrated top-level representation of DoD processes, information flows, and data, in consultation with the DoD Components.

g. As the DoD senior information security official (subsection D.4. of DoD Directive 5137.1, reference (a)), ensure the development and implementation of data, information, and IS security policies and procedures, to include the identification of threat.

h. Ensure the development, operation, and maintenance of a centrally managed DoD-wide IM infrastructure, to include repositories, computing, communications, information security, and systems security, where it is cost-effective from a DoD perspective.

i. Ensure the development and implementation of standard DoD-wide data; IM methods, models, and tools; and information technology and services (paragraph D.17.z. of reference (a)).

j. Assist, as necessary, the DoD Components in establishing programs for the development and retention of highly qualified IM professionals (subsection D.12. of reference (a)).

2. The Director of Administration and Management, Office of the Secretary of Defense, shall manage for the ASD(C3I) the execution of records management and privacy programs in the Department of Defense (subsection D.2. of reference (a)).

3. The Principal Staff Assistants of the Office of the Secretary of Defense and the Chairman of the Joint Chiefs of Staff, in executing their responsibility and authority for assigned functional areas, including the supporting ISs, shall:

a. Simplify and streamline the DoD operation by ensuring the application of sound business practices; policies in section D., above; and IM principles (enclosure 3).

b. Implement, execute, and exercise oversight for the evaluation and improvement of functional processes as well as the development of functional process performance measures and assessments.

c. Develop, integrate, implement, and maintain functional strategic plans, objectives, architectures, IS strategies, and related models and repository contents that support the functional missions.

d. Promote commonality of functional processes across the DoD Components. Resolve functional issues affecting IM and provide for the resolution of technical ISs integration issues in their functional areas.

e. Establish and chair, where feasible, a Functional Steering Committee, or in each functional area of responsibility, provide a DoD-wide forum for senior functional managers to exchange a full range of views.

f. Ensure preparation and validation of functional economic analyses (FEAs), as required.

g. Perform functional management control and oversight of their supporting ISs throughout the systems' life-cycles, ensuring functional leadership in all life-cycle phases.

h. Review funding requirements for IM and information technology programs during planning, programming, and budgeting system activities and recommend appropriate adjustments and allocations.

**4. The Heads of the DoD Components shall:**

a. Establish a Component IM program to integrate, implement, and oversee DoD IM principles, policies, procedures, programs, and standards.

b. Appoint a senior official (or a senior representative for the Defense Agencies, the Chairman of the Joint Chiefs of Staff, and the DoD Field Activities) reporting directly to the Heads of the DoD Components to be responsible for the DoD Component IM program.

(1) (Added) (AF) The Assistant Secretary of the Air Force (Acquisition) (SAF/AO) is the Designated Senior Official (DSO) for the Air Force IM Program responsible to:

(a) Ensure information management policies, procedures and guidelines are established, as directed in Section D, and that Air Force responsibilities outlined in Section E.4. are fulfilled.

(b) Develop a comprehensive Air Force IM Program with full support from SAF/AA for advice about the life-cycle of information and HQ USAF/SC about the life-cycle of automated information systems and implementation of a viable, data administration program.

(c) Establish a council at HQ USAF, representative of all Air Force functional communities, to address and resolve IM issues from a corporate perspective.

(d) Ensure technical training schools and professional military education address current Federal and DoD IM guidance.

(e) Link the Air Force IM program to the corporate needs of the Air Force via IM strategic planning and the budget process.

(2) (Added) (AF) The Deputy Assistant Secretary of the Air Force (Communications, Computer, and Support Systems), SAF/AOK, is delegated responsibility for IM oversight and IRM Program Management, responsible to:

(a) Serve as the Air Force Senior IM Manager to develop IM and IRM policy and implement procedures. This includes providing leadership to ensure effective management of information resources throughout all functional communities within the Air Force.

(b) Develop and implement an Air Force-wide IM Program to include emphasis on functional process improvement, the life cycle of information, the life cycle of automated information systems, the need to use technology only after streamlining business processes to enhance the mission, standardization of data, and integration of information systems.

(c) Develop the governing strategies for identifying and managing information resources within the Air Force, including identification of Air Force IM goals, overall assumptions and constraints.

(d) Develop and implement a strategic planning process for managing information, data, and information systems to support war fighters, to acquire and operate information technology that supports Air Force mission and program needs, address access to and dissemination of information, consider budget constraints, and is the basis for agency budget requests for the Air Force. This process includes the development, issuance, and annual revision of the Air Force Strategic IRM Plan, Air Force IRM tactical and operational plans, and various policy and procedural documents to assist major commands (MAJCOM) in the implementation of IRM policy and to provide guidance on responsibility for both strategic and operational plans.

(e) Issue policy and procedural guidance governing the IM program that promotes a systematic approach to determining the most effective and efficient means of satisfying organizational information needs. This includes the responsibility for determining an agency's information requirements and the accountability for life cycle management of that information to ensure appropriate Federal records are retained as directed by public law.

(f) Coordinate all Air Force review activities which fall within the scope of the Air Force IM Program, including, for example, security reviews, IG audits, internal control reviews, and reviews for the General Services Administration's (GSA) Triennial Review Program.

(g) Develop and manage the acquisition review process, including, for example, coordination with the GSA for Delegations of Procurement Authority and Federal Information Resources Management Regulation (FIRMR) approvals, review and approve of Air Force information technology procurement requests and delegation of acquisition authority within the Air Force.

(h) Provide oversight for all Air Force IM Program activities congruent with SAF/AA, HQ USAF/SC, and in coordination with all the Department of the Air Force functional communities activities. SAF/AQK will represent the Air Force to internal and external oversight agencies, including the Office of Management and Budget (OMB), GSA, the General Accounting Office (GAO), DoD Inspector General, and the Congress on all matters relating to the Air Force IM Program. This responsibility also includes oversight of the creation of all Air Force IM and IRM policies to ensure coordination is completed with SAF/AA, HQ USAF/SC, and all affected Air Force functional areas, prior to issuing policies.

(i) Develop and implement IM training programs to develop a cadre of Air Force military and civilian professionals trained in the three essential elements of IM; functional process improvement, information resources management, and supporting information technologies and services.

(3) (Added) (AF) Subject to direction and oversight by SAF/AQ, the Administrative Assistant to the Secretary of the Air Force (SAF/AA) will:

(a) Develop policy and implement procedures that reflect Federal statutory and regulatory requirements to enable all Air Force functional communities to effectively manage their information, regardless of media, during all phases of its life cycle (creation, collection, dissemination, maintenance, retrieval and disposition) from both a functional and corporate perspective.

(b) Develop policy and provide services for traditional areas of publishing and printing activities, forms management, statistical and records management actions; mail and correspondence; the privacy of records and the freedom of information considerations; and information collections and reports management. Also perform functional process improvement for these areas, with input from users within functional communities that require these services.

(c) Provide detailed advice about the storage and retrieval of documents for both automated and manual systems.

(d) Provide necessary tools and assistance to functional managers so they can effectively identify and manage information needs. These tools include such things as automated models and meta data repositories and locator systems.

(e) Issue policy and procedural guidance to assist functional communities identify and document their information needs (information architecture) for each function, process, and location.

(4) (Added) (AF) Subject to direction and oversight by SAF/AQ, the Deputy Chief of Staff, Command, Control, Communications, and Computers (HQ USAF/SC) will:

(a) Develop and implement policy and procedures for life cycle management and operation of FIP resources.

(b) Provide for technical advice and consultation to Air Force activities for improving the management of information technology resources.

★(c) Establish and oversee implementation of functional process improvement (FPI) efforts within the Air Force Information Management functional areas to include publishing guidance on procedures for initiating efforts, whether Air Force-focused, or joint-Service focused. Function as the Air Force focal point for information about all ongoing Air Force and OSD sponsored FPIs. Provide a brief status of FPI efforts which is available for all Air Force functional communities to review to prevent duplicate FPIs. Advise Air Force functional communities about similar FPIs that are ongoing in other Services or at OSD level. Develop and maintain a repository to store all Air Force modeling efforts produced during FPIs.

(d) As part of the strategic information systems planning framework, issue policy and procedural guidance outlining data needs identification and analysis (data architecture); logical/functional systems identification and analysis (functional architectures); and physical applications identification and analysis (physical architectures).

(e) Establish and oversee implementation of the Air Force Data Administration Program to include data standardization, control, security, consistency and integrity of data. This includes providing direction to all Air Force functional activities about their roles and responsibilities for submitting proposed standard data elements to OSD for approval.

(f) Develop and implement FIP resource security policy and procedures.

(5) (Added) (AF) Air Force Functional Managers assume duties equivalent to those of a Principal Staff Assistant (PSA) at OSD for the respective Air Force functional areas. Serve as the Air Force functional proponent with the OSD PSA on all IM issues within the respective functional area and are responsible for:

(a) Their information, their data, and their automated and/or manual information systems and associated processes. This responsibility includes accountability for effective, efficient, and economical management of all information and information systems. Making information available to the customer quickly is also part of this responsibility.

(b) Compliance with public laws concerning the accessibility and retainability of that information, both internally, within the Air Force and the Federal government, and externally, to the American public concerning the business of governing within a democracy.

(c) Implementing functional process improvement, within their respective areas, in concert with appropriate OSD Principal Staff Assistants (PSA); to streamline their processes; to eliminate non value added activities, and to promote sound, economical decisions that support both Air Force and joint war fighting efforts throughout the Department of Defense. They are responsible for reporting their FPI efforts and progress as stated in para E.4.b.(4).c.

(d) Focusing on developing more efficient processes within respective functional areas before applying technology. Ensure investment costs and subsequent pay back are considered during the technology selection process.

(e) Functioning as a "steward" of information, responsible for its initial entry and subsequent sharing with other functionals, its accuracy thereafter, and its accessibility Air Force and DoD wide.

(f) Working with OSD Principal Staff Assistants to focus on joint war fighting needs with the goal of sharing information and data across DoD. Make recommendations that enhance the Air Force war fighting mission while streamlining all processes so that limited resources can be used effectively within the Air Force to focus on "Global Reach, Global Power."

(g) Appointing a functional data coordinator to work with HQ USAF/SC in standardizing data elements for submission to the OSD so that data can be standardized to eliminate labor intensive processes, curtail expenses, and enable data to be used and reused quickly throughout the DoD.

(h) Developing a functional strategic IRM plan which is an integral part of the Air Force Strategic IRM Plan.

c. Apply the policies in section D., above, the IM principles (enclosure 3), and strategic planning to functional processes under their cognizance and in functional process improvement efforts managed by responsible OSD Principal Staff Assistants.

d. Ensure that each new weapon system, or major change to an existing weapon system, is assessed for its interaction with, and integration into, the DoD IM infrastructure consistent with DoD Instruction 5000.2, subsections C.4. and C.7. (reference (h)), and:

(1) Ensure that all interfaces to the ISs are in compliance with DoD IM standards.

(2) Identify any unique IS support requirements and include their costs into the total life-cycle cost estimates of the weapon systems.

5. The Director, Defense Information Systems Agency, shall execute the responsibilities in DoD Directive 5105.19 (reference (i)) and:

a. Develop and execute, with DoD Component participation, integrated information technology standardization under the DoD Standardization Program (subsection Q.6. of DoD Instruction 5000.2, reference (h)).

b. Develop and manage the DoD Data Administration Program (DoD Directive 8320.1 (reference (j))).

c. Make available IM expertise and supporting technical services to the DoD Components on a competitive fee-for-service basis.

d. Develop and provide analytic support methods, models, and tools to the DoD Components.

e. Plan for and provide value-added functions such as information and system security; survivability; technical and data standards; databases; directories; standard information technology products and services including reusable software modules; and a competitive DoD-wide infrastructure to include computing, communications, and data from a central information utility service. Resources shall be justified on the basis of revenue from fees.

f. Formulate and execute, with DoD Component participation, an acquisition program for central acquisition of DoD standard information technology products and services.

g. Consistent with the assigned responsibilities of, and in consultation with the Directors of the Defense Intelligence Agency and the National Security Agency, provide technology and services required to ensure the availability, reliability and maintainability, integrity, and security of defense information, commensurate with its intended use.

## **F. EFFECTIVE DATE AND IMPLEMENTATION**



**This Directive is effective immediately. The Heads of the DoD Components shall establish strict controls to ensure that implementing documents are kept to the absolute minimum, consistent with this Directive. Forward one copy of implementing documents to the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence within 180 days.**

**Donald J. Atwood**  
**Deputy Secretary of Defense**

**Enclosures - 3 :**

- 1. References**
- 2. Definitions**
- 3. IM Principles**

**CLARK G. FIESTER**  
**Assistant Secretary of the Air Force (Acquisition)**

**REFERENCES, continued**

- (e) Title 41, Code of Federal Regulations, Part 201, "The Federal Information Resources Management Regulation," current edition
- (f) DoD Directive 7740.1, "DoD Information Resources Management Program," June 20, 1983
- (g) DoD Directive 7920.1, "Life-Cycle Management of Automated Information Systems (AISs)," June 20, 1988
- (h) DoD Instruction 5000.2, "Defense Acquisition Management Policies and Procedures," February 23, 1991
- (i) DoD Directive 5105.19, "Defense Information Systems Agency (DISA)," June 25, 1991
- (j) DoD Directive 8320.1, "DoD Data Administration," September 26, 1991
- (k) Public Law 99-591, "Paperwork Reduction Reauthorization Act of 1986" (40 U.S.C. 759 (a)(2))
- (l) Joint Pub 1-02, "Department of Defense Dictionary of Military and Associated Terms," December 1, 1989
- (m) DoD Instruction 7041.3, "Economic Analysis and Program Evaluation for Resource Management," October 18, 1972
- (n) DoD Directive 5200.28, "Security Requirements for Automated Information Systems (AIS)," March 21, 1988
- (o) DoD Directive 5025.1, "Department of Defense Directives System," December 23, 1988
- (p) Public Law 97-86, "Department of Defense Authorization Act, 1982" (10 U.S.C. 2315)

## DEFINITIONS

1. Automated Data Processing Equipment (ADPE). Any equipment or interconnected system or subsystems of equipment that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching interchange, transmission, or reception, of data or information by a Federal Agency, or under a contract with a Federal Agency, which requires the use of such equipment; or requires the performance of a service; or the furnishing of a product that is performed or produced making significant use of such equipment. Such term includes computers; ancillary equipment; software, firmware, and similar procedures; services, including support services; and related resources, as defined by the Administrator for General Services (Pub. L. No. 99-591 (1986), reference (k)).
2. Automated Information System (AIS). A combination of information, computer, and telecommunications resources, and other information technology and personnel resources that collect, record, process, store, communicate, retrieve, and display information (DoD Directive 7920.1, reference (g)).
3. Federal Information Processing (FIP) Resources. Any ADPE, as defined in definition 1., above (41 CFR 201, reference (e)).
4. Function. Appropriate or assigned duties, responsibilities, missions, tasks, functions, powers, or duties of an individual, office, or organization (Joint Pub 1-02, reference (l)). A functional area (e.g., personnel) is comprised of one or more functional activities (e.g., recruiting), each of which consists of one or more functional processes (e.g., interviews).
5. Functional Economic Analysis (FEA). A structured proposal that serves as the principal part of a decision package for enterprise leadership. It includes an analysis of functional process needs or problems; proposed solutions, assumptions, and constraints; alternatives; life-cycle costs; benefits and/or cost analysis; and investment risk analysis. It is consistent with, and amplifies, existing DoD economic analysis policy in DoD Instruction 7041.3 (reference (m)).
6. Information. Any communication or reception of knowledge such as facts, data, or opinions, including numerical, graphic, or narrative forms, whether oral or maintained in any medium, including computerized data bases, paper, microform, or magnetic tape (OMB Circular A-130, reference (d)).
7. Information Management (IM). The functional proponents creation, use, sharing, and disposition of data or information as corporate resources critical to the effective and efficient operation of functional activities consistent with IM guidance issued by the C3I. It includes the structuring of functional management improvement processes by the OSD Principal Staff Assistants to produce and control the use of data and information in functional activities; information resources management; and supporting information technology and information services.
8. Information Resources Management. The planning, budgeting, organizing, directing, training, promoting, controlling, and management activities associated with the burden, collection, creation, use, and dissemination of information by Agencies and includes the management of information and related resources, such as FIP resources (Pub. L. No. 99-591 (1986), reference (k)).
9. Information Services. A range of IM activities typically provided from service suppliers to customers on a fee-for-service basis. Those activities include analysis, acquisition, test, delivery, operation, or management of hardware, software, and communications systems.
10. Information System (IS). The organized collection, processing, transmission, and dissemination of information, in accordance with defined procedures, whether automated or manual (DoD Directive 5200.28, reference (n)).
11. Information Technology. The hardware and software used for Government information, regardless of the technology involved, whether computers, communications, micrographics, or others (OMB Circular A-130, reference (d)).

12. OSD Principal Staff Assistants. The Under Secretaries of Defense; the Assistant Secretaries of Defense; the General Counsel of the Department of Defense; the IG, DoD; the Comptroller of the Department of Defense; the Assistants to the Secretary of Defense; and the OSD Directors, or equivalents, who report directly to the Secretary or the Deputy Secretary of Defense (DoD Directive 5025.1, reference (o)).

13. Weapon System. Items that can be used directly by the Armed Forces to carry out combat missions and that cost more than 100,000 dollars or for which the eventual total procurement cost is more than 10 million dollars. That term does not include commercial items sold in substantial quantities to the general public (Pub. L. No. 97-86 (1982), reference (p)).

### **PRINCIPLES OF INFORMATION MANAGEMENT (IM)**

Implementation of the DoD IM Program shall be guided by the following principles:

1. Information shall be managed through centralized control and decentralized execution.
2. Simplification by elimination and integration is to be preferred to automation whether developing new or enhancing existing information systems (ISs).
3. Proposed and existing business methods must be subject routinely to cost-benefit analysis, which includes benchmarking against the best public and private sector achievement.
4. New business methods shall be proven or validated before implementation.
5. The ISs performing the same function must be common unless specific analysis determines they should be unique.
6. Functional management shall be held accountable for all benefits and all directly controllable costs of developing and operating their ISs.
7. The ISs shall be developed and enhanced according to a DoD-wide methodology and accomplished in a compressed timeframe to minimize the cost of development and achieve early realization of benefits.
8. The ISs shall be developed and enhanced in the context of process models that document business methods.
9. The computing and communications infrastructure shall be transparent to the ISs that rely on it.
10. Common definitions and standards for data shall exist DoD-wide.
11. Where practicable, information services shall be acquired through competitive bidding considering internal and external sources.
12. Data must be entered only once.
13. Access to information shall be facilitated, and/or controlled and limited, as required. Information must also be safeguarded against unintentional or unauthorized alteration, destruction, or disclosure.
14. The presentation between the user and system shall be friendly and consistent.